





Introduction:

- Bev Young, Director of Human Resources
 - 20 Years HR Experience
 - 12 Years as HR Director
- Chip Peal, CEO
 - 10 Years with HCA in various leadership roles
 - Current CEO of FRMC
- #1 Best Place To Work in Kentucky in 2009
- #1 Best Hospital as a Place to Work in 2009, 2008, 2007
- Named as a finalist for Alfred P. Sloan Award for Workplace Flexibility - 2009



FRMC History

- Quality of Care Issues
- Leadership Issues
 - Core Team of Senior Leaders
 - Entire Administrative Team Replaced
- Management Issues
 - 2/3rds of the Management Team Replaced
- Employee Issues
 - Annual Turnover – 33% in 1997
 - High use of contract/agency employees
 - Low employee engagement/job satisfaction



What Changed Our Culture?

- Change from Top Down
 - Administration
 - Managers
 - Employees
 - Policies
 - Practices
 - Accountability at all levels



- *What does a good place to work, look like...what is the “culture”?*

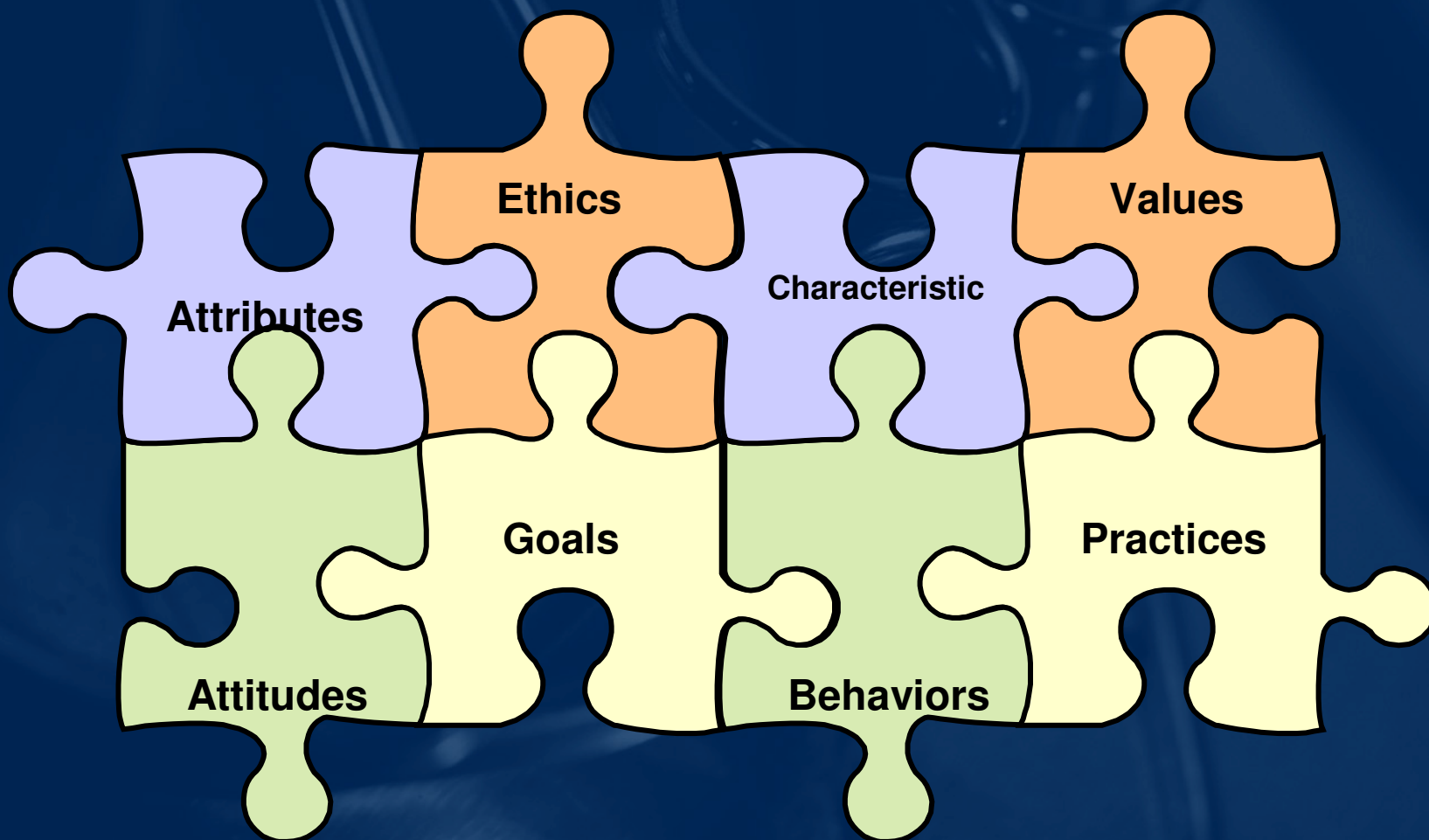


What is Culture?

- *‘The Set Of Shared Attitudes, Values, Goals, And Practices That Characterizes A Company Or Corporation’*
 - Merriam Webster



What is the Culture You Seek?





What is the Culture You Seek?

- Accountability
- Be On Time
- Best Practices
- Bring Own Family
- Can Do
- Challenged
- Clean
- Clear Communication
- Comfort/ Expectations Superiors
- Common Sense
- Communication/ Understood
- Community
- Compassion
- Competitive Compensation
- Deal With Change
- Direction
- Do Best
- Do Job
- Dress Code
- Efficient
- Employee Choice
- Employee Ownership
- Empowered
- Engaged
- Ethic/Morale
- Evaluate Change
- Family
- Financial
- Following Mission
- Friendly
- Fun
- Gratitude
- Growth
- Helpful
- Honesty
- Humility
- Integrity
- Mentoring/ Coach
- Motivated
- Nice
- Non-Punitive
- Open/Frank
- Outreach
- Physical Relations
- Place Of Choice
- Plan...Tech
- Pleasant Surroundings
- Positive
- Premier
- Pride
- Proactive Vs. Reactive
- Professional
- Progressive
- Prosperous \$
- Patient Focus
- Quality
- Relational
- Relaxed/ Calm
- Resources
- Respect
- Reward/ Recognition \$
- Right Thing
- Safe...Ideas/ Take Responsibility
- Safety
- Satisfied Patients/ Customers
- Sharing...\$
- Skilled/Educated/Results
- Take Initiative
- Take Care Of Each Other...
- Tangible/ Measures
- Team
- Technology (Leading)
- To Be Heard
- Trust
- Valued
- Variety
- Want To Work...
- Whole Picture
- Work Ethic



What Appeals to the Best?

1. Coaching and counseling from one's supervisor
2. Company has clear sense of direction
3. Chance to do interesting and challenging work
4. Ability of top management
5. Use of skills and abilities
6. Work flow well organized
7. Pay
8. Type of work

The HayGroup-The Retention Dilemma



Culture contains Business and Behavioral Strategies

Whats

Hows





Will the culture you seek happen by accident?

CULTURE

PEOPLE

PROCESS



CULTURE

PEOPLE

PROCESS

Performance Management

1. Set the Direction
2. Formulate the Plan
3. Implement
4. Review Progress
5. Development



What Initiated Our Culture?

- Accountability
 - Performance Management Plans (PMPs)
 - Ongoing process not an annual event
 - Tool to manage performance and behavior
 - Tool for goal setting and career advancement
 - Tool for succession planning
 - Removed Pay for Performance
 - » FRMC not highest paying – average compared to market.



What Initiated Our Culture?

- Set Expectations – all levels of the organization
 - Set High Expectations
 - » Best Demonstrated Practices Nationally
 - » Zero tolerance for poor performance/behavior
 - » Emphasized upon interview
- Focused on Quality of Care to our Patients
 - Began Magnet Journey for Nursing
 - Focused on Customer Service
 - » Patients, Families, Visitors, Employees, Physicians, Volunteers
 - » Developed e3 Program (Excellent Service, Every Patient, Every Time) – Manager Rounds



What Changed Our Culture?

- Extensive Management Training
 - Stars (Superior Treatment and Royal Service)
 - Management 101
 - Educational Retreats focused on building our team
 - Continued/Advanced Education
 - Tuition Reimbursement – Increased to \$6,000
 - Specialty Certifications
 - Attendance at Seminars/Professional Conferences



What Changed Our Culture?

- New Process for Hiring New Employees
 - Only Hiring “Stars”
 - Predictive Index
 - 4 Step Interview Process (HR, Manager, Peers, Admin.)
 - Drug/Alcohol Testing and Employee Health Screens
 - Extensive Background Checks
 - SSN Validation
 - Criminal History
 - Wants and Warrants
 - OIG/GSA Exclusions Lists
 - Education
 - Employment
 - Professional Credentials
 - Motor Vehicle Records
 - Sex Offender Registry
 - Terrorist List
 - Credit Checks for employees handling money/finances



Predictive Index

PI**THE PREDICTIVE INDEX®
Organization Survey
Checklist**Form IV
Page 1

Name _____ Date _____

Occupation _____

DIRECTIONS: Please read the words in the list below and check those that you feel describe the way you are expected to act by others.

Helpful	<input type="checkbox"/>	Esteemed	<input type="checkbox"/>	Calm	<input type="checkbox"/>
Relaxed	<input type="checkbox"/>	Worrying	<input type="checkbox"/>	Popular	<input type="checkbox"/>
Exciting	<input type="checkbox"/>	Sentimental	<input type="checkbox"/>	Polite	<input type="checkbox"/>
Assertive	<input type="checkbox"/>	Adventurous	<input type="checkbox"/>	Dynamic	<input type="checkbox"/>
Patient	<input type="checkbox"/>	Easy Going	<input type="checkbox"/>	Good-Humored	<input type="checkbox"/>
Conscientious	<input type="checkbox"/>	Unassuming	<input type="checkbox"/>	Escapist	<input type="checkbox"/>
Sophisticated	<input type="checkbox"/>	Good mixer	<input type="checkbox"/>	Generous	<input type="checkbox"/>
Persistent	<input type="checkbox"/>	Agreeable	<input type="checkbox"/>	Unobtrusive	<input type="checkbox"/>
Earnest	<input type="checkbox"/>	Well-liked	<input type="checkbox"/>	Daring	<input type="checkbox"/>
Outstanding	<input type="checkbox"/>	Docile	<input type="checkbox"/>	Tolerant	<input type="checkbox"/>
Sympathetic	<input type="checkbox"/>	Demanding	<input type="checkbox"/>	Nice	<input type="checkbox"/>
Loyal	<input type="checkbox"/>	Charitable	<input type="checkbox"/>	Compelling	<input type="checkbox"/>
Self-starter	<input type="checkbox"/>	Persuasive	<input type="checkbox"/>	Resolute	<input type="checkbox"/>
Conventional	<input type="checkbox"/>	Careful	<input type="checkbox"/>	Tranquil	<input type="checkbox"/>
Eloquent	<input type="checkbox"/>	Satisfied	<input type="checkbox"/>	Cultured	<input type="checkbox"/>
Cynical	<input type="checkbox"/>	Understanding	<input type="checkbox"/>	Dominant	<input type="checkbox"/>
Passive	<input type="checkbox"/>	Spirited	<input type="checkbox"/>	Respectful	<input type="checkbox"/>
Gentle	<input type="checkbox"/>	Congenial	<input type="checkbox"/>	Nonchalant	<input type="checkbox"/>
Brave	<input type="checkbox"/>	Obedient	<input type="checkbox"/>	Flexible	<input type="checkbox"/>
Appealing	<input type="checkbox"/>	Cheerful	<input type="checkbox"/>	Attractive	<input type="checkbox"/>
Thoughtful	<input type="checkbox"/>	Obstinate	<input type="checkbox"/>	Trusting	<input type="checkbox"/>
Self-assured	<input type="checkbox"/>	Convincing	<input type="checkbox"/>	Eager	<input type="checkbox"/>
Steady	<input type="checkbox"/>	Responsive	<input type="checkbox"/>	Shy	<input type="checkbox"/>
Competitive	<input type="checkbox"/>	Neighborhood	<input type="checkbox"/>	Fussy	<input type="checkbox"/>
Fashionable	<input type="checkbox"/>	Selfish	<input type="checkbox"/>	Versatile	<input type="checkbox"/>
Neat	<input type="checkbox"/>	Reserved	<input type="checkbox"/>	Ambial	<input type="checkbox"/>
Audacious	<input type="checkbox"/>	Serious	<input type="checkbox"/>	Diplomatic	<input type="checkbox"/>
Polished	<input type="checkbox"/>	Persevering	<input type="checkbox"/>	Self centered	<input type="checkbox"/>
Fearful	<input type="checkbox"/>			Consistent	<input type="checkbox"/>

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CONTINUE on other side of page. . .

**Organization Survey
Checklist**Form IV
Page 2

Name _____

START on other side of page.

DIRECTIONS: Continue by reading the words in the list below, now checking those that you yourself believe really describe you.

Helpful	<input type="checkbox"/>	Esteemed	<input type="checkbox"/>	Calm	<input type="checkbox"/>
Relaxed	<input type="checkbox"/>	Worrying	<input type="checkbox"/>	Popular	<input type="checkbox"/>
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Audacious	<input type="checkbox"/>	Serious	<input type="checkbox"/>	Diplomatic	<input type="checkbox"/>
Polished	<input type="checkbox"/>	Persevering	<input type="checkbox"/>	Self centered	<input type="checkbox"/>
Fearful	<input type="checkbox"/>			Consistent	<input type="checkbox"/>

Please turn in your paper.



Predictive Index

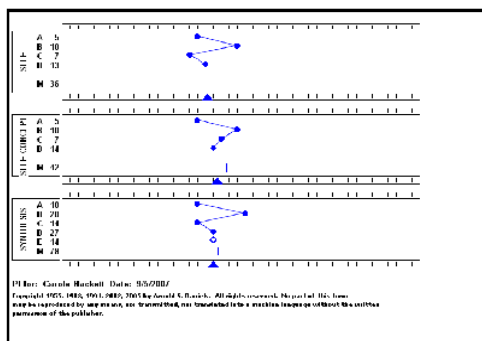


Summary of Predictive Index® Results

Carole Hackett

Survey Date : 9/5/2007

Report Date : 9/5/2007



The results of the Predictive Index® survey should always be reviewed by a trained Predictive Index analyst. The PI Reporter® provides you with a brief overview of the results of the Predictive Index® and prompts you to consider many aspects of the results not contained in the overview. If you have not yet attended the Predictive Index® Management Workshop, please consult someone who has attended in order to complete the report.

STRONGEST BEHAVIORS

Carole will most strongly express the following behaviors:

- Proactively connects quickly to others; she's open and sharing of herself. Builds and leverages relationships to get work done.
- Comfortably fluent and fast talk, in volume. She enthusiastically persuades and motivates others by considering their point of view and adjusting her delivery.
- Collaborative; usually works with and through others. Intuitive understanding of team cohesion, dynamics, and interpersonal relations.
- Socially-focused, she generally empathizes with people, seeing their point of view or understanding their emotions. Positive communication.

Carole Hackett
Page 2

- Teaches and shares; she's generally interested in working collaboratively with others to help out.
- Friendly and service-oriented; she drives for the 'greater good' rather than her own goals. Promotes teamwork by sharing authority.

SUMMARY

Carole is unassuming, unselfish, and has a sincere and genuine interest in other people and a strong, intuitive understanding of them. Outgoing and friendly, she enjoys working with people and is lively, pleasant company.

A warm and friendly communicator, Carole is able to stimulate and motivate others while being aware of and responsive to their needs and concerns. Her outgoing personality and sincere, interested attitude make her easily accessible, and she gets along well with a wide variety of people.

Her drive is altruistic, directed at working with and for others; for the team, for customers and for the company. A cooperative, willing worker, Carole can be particularly effective as a teacher or trainer, communicating the company's policies, programs, and systems with enthusiasm and spirit.

Working at a faster-than-average pace, she learns quickly. More concerned with effective communication than she is with detail in depth, she is about average in her level of accuracy in handling details and too impatient to work with details as repetitive routine. She communicates flexibly, adjusting her style for different people, and is generally most effective when discussing intangibles such as ideas, feelings, or visions.

If her job permits, she will delegate details and responsibility, and will follow up in a friendly, supportive manner to assure that work gets done on time. She has an active interest in the development of people for the company's benefit and will encourage such development in her subordinates.

In general, Carole is a cooperative teamworker who respects company authority and policies, which she will accept and communicate enthusiastically.

MANAGEMENT STRATEGIES

To maximize her effectiveness, productivity, and job satisfaction, consider providing Carole with the following:

- Opportunities to work in frequent contact with other people
- Supportive, encouraging, and collaborative managers, peers, and/or trusted advisors
- Clear, specific description of her job and responsibilities, and of company policies and goals
- Assurance of security and recognition in social and status terms.

Prepared by John Gering on 9/5/2007

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What Changed Our Culture?

- Raised Expectations for Staff
 - Advanced Degrees/Education
 - Clinical Ladder – Bonuses received by Staff for achieving 1 of 3 Tiers.
 - Specialty Certifications, Nursing Research, Community Involvement – Mission Clinic, Serving on Committees for Quality Improvement, etc.
 - Engaged the Staff to perform at a higher level
 - Increased Tuition Reimbursement
 - 25% of Employees since 2006
 - Attendance at Annual Professional Conferences



What Changed Our Culture?

- Giving Voice to our Employees
 - Open Door Policy
 - Strong Labor Relations/Legal Counsel
 - Employee Surveys
 - Action Plans for every department
 - Employee Townhall Meetings
 - Birthday Lunches, Orientation Lunches
 - Healthy Work Environment Initiatives
 - Employee Advisory Groups
 - Peer Review – Employee Dispute Resolution Process
 - Arbitration
 - Policy for No Mandatory Overtime
 - New Staffing/Scheduling Policies Developed
 - Shared Governance Councils for Nursing (NEC)
 - Operations, Quality, Professional Practice, Professional Development and Research
 - Self Scheduling



What Changed Our Culture?

- Employee Recognition
 - Bonus Incentive Plans for Managers
 - Incentive Bonuses for Employees
 - E3 Program
 - Employee Star Award
 - Employee Service Awards and Banquet
 - Nursing Year in Review
 - Name Nurse and Physician of the Year
 - Non-nursing Year in Review
 - Kentucky Nurses Day Awards
 - Executive Team takes nurses to event in a Limo
 - Daisy Award
 - Welcome Letters to all New Employees
 - Retirement Parties and Gifts



FRMC Today

- Reduced Turnover
- No agency use
- Employee Engagement
 - Top 10% of HCA
 - Best Places to Work (SHRM and KY Chamber of Commerce)
 - KHA Award for Best Quality Hospital in KY by size
 - Beacon Award for ICU – HWE and Quality
 - Only 1 other hospital in KY to receive this award
- Created a Strong Infrastructure
 - NICU, Cardiac Rehab
 - Pursuing Interventional Cardiology



Questions?